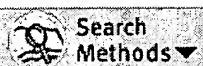
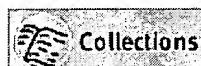


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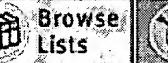
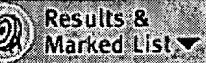
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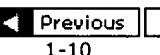
     

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- 12.   [YOU'VE GOT KODAK PICTURES ON AOL! DEVELOPING STORES WILL DELIVER DIGITAL PHOTOS ELECTRONICALLY; \[SOONER Edition\]; **Pittsburgh Post - Gazette**, Pittsburgh, Pa.; May 20, 1998; pg. A.11](#)
- 13.   [KODAK, AOL TO OFFER PICTURES DELIVERED TO ONLINE ACCOUNT; \[FINAL Edition\]; Ben Dobbin Associated Press; **Rocky Mountain News**, Denver, Colo.; May 20, 1998; pg. 9.B](#)
- 14.   [Kodak-AOL Deal Moves Digital Photos to Forefront Traditional Photos Will Become On-Line Images for Extra Charge; Ben Dobbin; **The Daily Record**, Baltimore, Md.; May 20, 1998; pg. 7.A](#)
- 15.   [Kodak, AOL team up to boost digital photographs; The Associated Press; **The Grand Rapids Press**, Grand Rapids, Mich.; May 20, 1998; pg. B.10](#)
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- 17.   [SERVICE PUTS PHOTOS ONLINE; \[THIRD Edition\]; The Associated Press; **Times - Picayune**, New Orleans, La.; May 20, 1998; pg. C.3](#)
- 18.   [Kodak signs alliance with AOL; \[FINAL MARKETS Edition\]; BEN DOBBIN; **Chicago Sun - Times**, Chicago, Ill.; May 19, 1998; pg. 4](#)
- 19.   [Kodak Creates Online Photo Album; **Xinhua News Agency - CEIS**, Woodside; May 19, 1998; pg. 1](#)
- 20.    [Digital cameras, a printer, and more!; Marc Spiwak; **Popular Electronics**, Farmingdale; Apr 1998; Vol. 15, Iss. 4; pg. 8, 4 pgs](#)

  
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- 2.   Techno Toys // From Barbie to Pooh Bear, toy manufacturers this holiday season have come up with high-tech gadgets for today's sophisticated kids.; [METRO Edition]; Steve Alexander, **Star Tribune**, Minneapolis, Minn.; Dec 2, 1998; pg. 01.E
- 3.   Old cast film technology helps squeeze more value from resin; Use of machine-direction orientation grows for its benefits in cost savings.; Robert Colvin; **Modern Plastics**, New York; December, 1998; Vol. 75, Iss. 13; pg. 56
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- 5.   Working it out: So you want a digital darkroom...; COMPILED BY JACK SCHOFIELD; **The Guardian**, Manchester (UK); Nov 26, 1998; pg. 004
- 6.   MAKING A LIST . . . CHECK IT TWICE TO SEE HOW YOU CAN HELP SOUTHWEST FLORIDA'S CHARITIES THIS HOLIDAY SEASON.; [All Edition]; Patty Allen-Jones STAFF WRITER; **Sarasota Herald Tribune**, Sarasota, Fla.; Nov 22, 1998; pg. E.1
- 7.   Seattle Filmworks, Inc. Announces Earnings and Acceleration of Customer Acquisition Costs; Business Editors; **Business Wire**, New York; Nov 19, 1998; pg. 1
- 8.   Fujifilm Products Receive Popular Science 1998 Honors; Business Editors/High Tech Writers; **Business Wire**, New York; Nov 10, 1998; pg. 1
- 9.    The service side; Lisa Harbatkin; **Dealerscope Consumer Electronics Marketplace**, Philadelphia; Nov 1998; Vol. 40, Iss. 11; pg. 26, 1 pgs
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- 42. [Free stuff!](#); *Anonymous*; NEA Today, Washington; Feb 1997; Vol. 15, Iss. 6; pg. 4, 3 pgs
- 43. [SEEING IS 'NOT' BELIEVING SOFTWARE TAKES AIM AT FUDGING PHOTOGRAPHS; \[VALLEY Edition\]](#); *Mike Langberg San Jose Mercury News*; Daily News, Los Angeles, Calif.; Dec 16, 1996; pg. B.1
- 44. [TEAC's CD-R50S CD Researcher](#); *Starrett, Robert A; CD-ROM Professional*, Wilton; Dec 1996; Vol. 9, Iss. 12; pg. 96, 4 pgs
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- 46. [Bolter Bulfin takes his chance to the Max; \[3 Edition\]](#); *McCONNELL Lynn; Evening Post*, Wellington, New Zealand; Nov 15, 1996; pg. 21
- 47. [BIZWATCH MARKETS; \[VALLEY Edition\]](#); *Daily News*, Los Angeles, Calif.; Nov 8, 1996; pg. B.1
- 48. [Humans in cyberspace; Anonymous; U.S. News & World Report](#), Washington; Oct 21, 1996; Vol. 121, Iss. 16; pg. 12, 2 pgs
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- 50. [Personal selling and sales management in the new millennium; Anderson, Ralph E; The Journal of Personal Selling & Sales Management](#), New York; Fall 1996; Vol. 16, Iss. 4; pg. 17, 16 pgs

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- 61. CD ROMS, multimedia, and optical storage systems; *Millman, Andrew; British Medical Journal*, London; Sep 9, 1995; Vol. 311, Iss. 7006; International edition; pg. 675
- 62. Choosing CD-Recordable software; *Starrett, Robert; CD-ROM Professional*, Wilton; Sep 1995; Vol. 8, Iss. 9; pg. 111, 8 pgs
- 63. REDMOND CAMPUS GOES 'ANIMAL HOUSE' FOR BASH; [FINAL Edition]; *WARREN WILSON P-I Reporter; Seattle Post - Intelligencer*, Seattle, Wash.; Aug 25, 1995; pg. A.11
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- 66. The IGARSS CD proceedings challenge; *Martin, Mike; CD-ROM Professional*, Wilton; Apr 1995; Vol. 8, Iss. 4; pg. 100, 6 pgs
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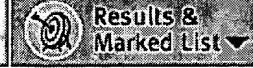
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- 4.   Fare game; 2 STAR Edition; **HARRY SHATTUCK**, *Houston Chronicle Travel Editor*, **Houston Chronicle**, Houston, Tex.; Jan 26, 1997; pg. 1
- 5.   FREQUENCY PROGRAMS REWARD CUSTOMER LOYALTY WITH SAVINGS PATRON PERKS; [STATEWIDE Edition]; **DEE SEGEL**; **Hartford Courant**, Hartford, Conn.; Apr 28, 1996; pg. D.1
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- 7.   SENIORS PROGRAM; [3 STAR Edition]; **Orlando Sentinel**, Orlando, Fla.; Oct 7, 1990; pg. H.9

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- 2.   Fresh ideas make a big splash at sea; [FIVE STAR SPORTS FINAL Edition]; Shirley Slater, Chicago Sun - Times, Chicago, Ill.; Jan 10, 1988; pg. 17
- 3.   Fresh Ideas Are Finally Starting to Make a Splash; [Home Edition]; SHIRLEY SLATER; The Los Angeles Times (pre-1997 Fulltext), Los Angeles, Calif.; Nov 15, 1987; pg. 13

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The media as the message

Progressive Grocer; Stamford; Dec 1997; Anonymous;

Supplement: Future Store: Through the Eyes of the Consumer

Start Page: 28-30

ISSN: 00330787

Subject Terms: Supermarkets

Web sites

Information technology

Technological planning

Interactive marketing

Classification Codes: 9190: US

8390: *Retail stores, includes groceries*

2310: *Planning*

7000: *Marketing*

Geographic Names: US

Companies: Dicks Supermarket

Abstract:

According to Ken Robb, senior vice president, marketing, Brodbeck Enterprises Inc., operator of Dick's Supermarkets, information and information technology may be the paving stones that lead to the front doors of the supermarket of the future. Dick's uses a multi-platform technology strategy to service its customers and as a foundation for assessing its future strategic plans and direction. The World Wide Web is one of the newest of these platforms that the company is using to connect with target shoppers. The site is designed to function in a variety of ways: as a communications vehicle, as a marketing tool, as a showcase for the stores' capabilities and even as a consumer-direct retailing vehicle servicing out-of-market shoppers.

Full Text:

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[Headnote]

The Internet and other forms of information technology offer retailers a whole new way to communicate and interact with consumers.

Relationships were the currency that funded both the rural general store and the urban mom-and-pop grocery. By the same token, location and access to low-cost national brands were the cornerstones of modern supermarket. And information and information technology may be the paving stones that lead to the front doors of futurestore, according to Ken Robb, senior vice president, marketing, Brodbeck Enterprises Inc., Platteville, Wis., operator of Dick's Supermarkets.

Dick's uses a multi-platform information technology strategy to serve its customers and as a foundation for assessing its future strategic plans and direction. The World Wide Web is one of newest of these platforms that the company is using to connect with its target shoppers.

"We're getting a lot more active with the Internet," Robb says. "Our site [www.dickssupermarket.com] is going to

be up by the end of the year. It's being developed by Robert Hempill, of Webstop in Palm Harbor, Fla. It's going to be a site that, above all, will communicate a lot of information about what we have to offer our customers, including our ability to address any special dietary needs they might have."

As part of this effort, Dick's has retained M.T. Smith, a locally based registered dietitian and the author of several cookbooks, primarily based on low-fat diets, on an exclusive (to the supermarket channel) basis. "She's going to be developing recipes for us to use on the Internet that will parallel our ad features," Robb says. "Dick's shoppers will be able to communicate directly with M.T. through our Web site, as well as through more conventional communication channels like the telephone. Visitors to our site will be able to communicate with her via e-mail and access a recipe archive as well."

"As we see it, the key to constructive use of the Internet is the ability to maintain an interactive relationship with our customers," says Robb. "So while customers really won't be able to truly communicate 'on-line' with M.T., the system we've designed will have that direct on-line 'feel' to it."

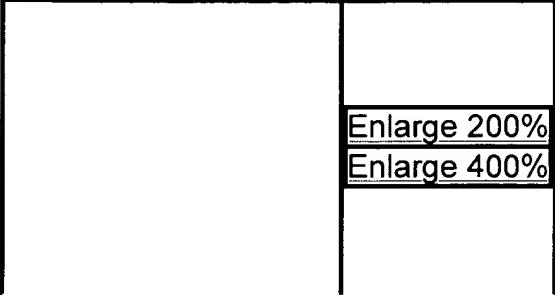
But Dick's isn't stopping with a few recipes and some nutritional advice. The site is designed to function in a variety of ways: as a communications vehicle, as a marketing tool, as a showcase for the stores' capabilities and even as a consumer-direct retailing vehicle servicing out-of-market shoppers.

"There will be a button for recipes; one for special dietary needs and issues and another for wedding planning," Robb says. "Let's look at the wedding planner for a moment. Accessing this part of our site will allow our customers to speak more or less directly to someone who can plan virtually everything they need for their wedding. I really can't imagine that anyone would want to plan an entire wedding over the Internet without some face-to-face contact with the people providing the services, but we believe our site is a good place for people to get some preliminary ideas about what's available and roughly what it costs, so that when they do sit down with our people, they're better informed consumers and we're in a better position to serve them."

Robb notes that down the road the site will also include what the company is calling "Cupid's Comer" on-line. "Our customers will be able to arrange for the delivery of flowers, candy, wine and gifts. In fact, we're developing a gift guide for fruit baskets, Wisconsin cheeses and other local items that we can package and ship to customers outside our immediate trading area, all facilitated through the Internet. Our Web strategy is to not only provide information, but to actually sell services."

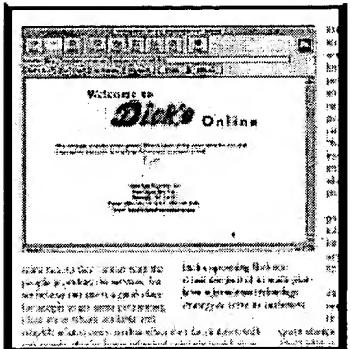
The site will also include an employment button. "We already source quite a few positions outside this area, particularly at the director level and above," says Robb. "In part, this is because there is a low rate of unemployment in this area, and in part, because, since we have about a 70% market share, the chances are that if you aren't working for us now, you're probably not in the grocery business here. There's also going to be an event calendar, which will obviously promote special events in the community. Hopefully, we'll be able to tie those events back to Dick's in some way. And, given the nature of our stores, we also want to use the Web site to highlight our strong perimeter area and fresh departments."

Dick's has also included two meal-solution areas on the site. Chef McGregors Kitchen, a meal-solution department with a local flavor. Chef McGregors takes a home-cooked approach, says Robb, by featuring items such as meatloaf, chicken in a variety of forms, and signature items such as the company's pasty, a Cornish meat pie. The other meal-solution area is the House of China, which offers a variety of Chinese items. "The idea here is to let people look at the whole menu, including specials, to help them plan their meals," he says. "We're not encouraging people to order directly from the site, because that might create a fulfillment expectation we're not currently prepared to address, but they do provide phone numbers for placing orders."



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Dick's upcoming Web site is just one part of its multi-platform information technology strategy to serve its customers.

Technology, Robb says, offers retailers a powerful tool to provide information and communicate directly with their customers. "The Internet is certainly one way to do that," he says. "But the key to any Internet success is keeping it interactive."

The Internet is just one example of how Dick's is using information technology to communicate with its customers. "Technology through the use of something like our **frequent-shopper** card-provides us with a lot of information about what our customers buy and how they respond to promotion, and we're just starting to learn how to manage that. I don't think there's any question down the road we'll be able to customize promotions house to house. Each year we get a little closer to that."

Dick's is moving closer to that day through the use of a variety of programs, including DataVantage, developed by Relationship Marketing Group (RMG), which allows Dick's to customize a weekly mailing to any shopper in its **frequent-shopper** card base. "RMG refers to DataVantage as their 'shopping list' program," Robb says. "We're getting ready to re-launch that in January [1998]. We've found it to be a pretty effective marketing tool."

Once Dick's Web site is up, customers will be able to get information on the DataVantage program through the Internet. "As a consumer, you can also elect to receive coupons by e-mail if you so desire," says Robb. "But to access the service, you have to a member of Dick's Savings Club. And when you are, we can send you your shopping list by e-mail or by more conventional means." (As part of its **frequent-shopper** program, Dick's sends out weekly customized coupons to card members.)

"There's also another opportunity being created by a third party that wishes to remain unnamed for the present," he says. "We believe when this program is up that we will be the very first retailer to offer paperless coupons on a Web site. As a consumer, you'll be able to go to the site, choose certain coupons, and then you'll be asked certain questions and, based on your responses, you'll be offered additional coupons."

Robb believes this kind of information will be critical to operating successful supermarkets in the future. "Generally speaking, the information from the card allows us to communicate more effectively with our customers," he says. "For example, we just did a report on the top 100 items in our stores [based on item count in all stores during the third quarter]. Now, remember that we scan everything we sell in our stores, including variable-weight meats, produce items and all our meals. We're working with DCI to beta test their new **frequent-shopper** software they call DataMagic2. We're just underway with this and the top 100 report came off that system. It allows us to break down our traditional sales reports by item count, dollar sales, and number of shoppers."

"Looking at this report, you can see the clear No. 1 item [by item count ranking, as opposed to, say, dollar sales] is bananas. Now that might not be surprising, but what frankly surprises me is how big the spread is between that and the No. 2 item, gallons of 2% milk. It's 50% greater. It's also amazing-at least in our stores-how high **photofinishing** is [ranked 2nd] and how high newspapers [ranked 11th] and magazines [ranked 14th] are."

Another thing that strikes Robb about the top 100 items is the prevalence of products from the fresh departments. "I see a number of produce items, a lot of dairy items, a lot of bakery items and, of course, meat items-primarily hamburger and chicken," he says. "What's missing are national brands (excluding soft drinks and salty snacks-a

①Pepsi item was ranked 36th and ①Frito-Lay and Ruffles made the top 100)."'

According to Robb, the first national packaged consumer product is Kraft Macaroni & Cheese (ranked 23rd). However, IGA private label macaroni and cheese is ranked 17th. "There isn't another national brand item until you get to ①Pepsi, and, again, except for soft drinks and snacks, the only other national brands in our top 100 are three varieties of Campbell soups. But there are also four IGA items. Other than that, all of the SKUs on the top-100 list are basically fresh and perishable items."

Asked what he plans on doing with this data, Robb says, "We're going to look at it by decile. First, we'll look at the decile for our best customers to see what they buy, then we'll look at customers in lower deciles for comparison. And, because we also have cost data, we can begin looking at it not just in terms of items, or total dollars, or total transactions, but in terms of profitability. And we can look at this data on a quarterly basis. Now, I don't know if the top 100 is the right number. Maybe its 250 items or 500 items that we need to look at. But data begins giving us a better picture of what's going on. Through our shopper surveys, we've known that produce is the most important item to our customers after having neat, clean stores and offering low prices. But what this shows us is that produce sales are way out of proportion to its distribution. And, if this statistical pattern holds up, it may lead us to expand our produce area."

Robb believes that there are things you can really only do through technology. "Through our card program, we can break our sales reports by groups of customers targeted by age, levels of spending, etc., to see how important each item is to that group," he says. "This kind of data is critical to the degree that these groups are important to your overall strategy as a retailer. Without it you have real problems. Some of those important details simply get hidden in the details of traditional reporting, so, as a result, you never really know how important an item or a promotion is to your best customers, and that kind of knowledge gets increasingly important as you build or defend your market share."

However, he points out, all this data isn't worth anything unless retailers have an easy way to tap into it and, up to now, that's the big thing that's been missing. "We're so new to this I really can't tell you how useful it will be," says Robb. "I can say it looks like there's a lot of potential to the work we're doing with DCI. I really don't know what we'll find. Everybody in this industry talks about cherry-pickers, but do we really know how they impact our operations? We all talk about that big customer who spends \$150, but do we really know how profitable that customer is compared to the average customer who spends \$20 or \$25?"

Beyond the capabilities of the DataMagic program, Robb points to several critical factors necessary to answer these types of questions. "You first of all have to have an active **frequent-shopper** program; you have to have a high rate of card use; you also have to have high integrity at the front end in terms of your scanning practices; and your data base has to very, very clean," he says. "What we've got on our system right now, for example, is 18 months of data, at the UPC level, by transaction. And that's what it takes to get started looking at this kind of stuff. What DCI has developed is what appears to be a very useful tool to manipulate that data so that we, as a retailer, can learn who our customers are, how important they are, and finally how profitable they are. The next step, of course, is trying to determine what you do with all the data." U

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- 4.    The 1992 Non-Foods Sales Manual: Managing the Merchandise; General Merchandise; *Snyder, Glenn*; **Progressive Grocer**, New York; Aug 1992; Vol. 71, Iss. 8; pg. 35, 18 pgs

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- 4.   BUS TOURS GUIDE; [CHICAGOLAND FINAL Edition]; *From Tribune wires.*; **Chicago Tribune**, Chicago, Ill.; May 18, 1997; pg. 25
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- 9.   THANKS FOR THE TURKEY AS FREE AS A BIRD MAJOR CHAINS IN N.J. REWARD LOYAL SHOPPERS; [All Editions = 5 Star, 4 Star, 3 Star, 2 Star, 1 Star]; By *KEVIN G. DeMARRAIS*, Staff Writer; **Record**, Bergen County, N.J.; Nov 19, 1996; pg. b.01
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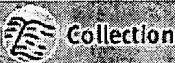
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- 5. BID WHIST FAST-PACED CARD GAME, WITH ROOTS DATING BACK TO 1700S, ENDURES AMONG AFRICAN AMERICANS; [Final Edition]; Jim Emmons Staff writer, Syracuse Herald American, Syracuse, N.Y.; Dec 20, 1998; pg. AA.1
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